

Door County Memorial Hospital  
323 South 18th Avenue  
Sturgeon Bay, WI 54235-1495  
(920) 743-5566

Type:                   GMS  
Control:               Religious Organization  
Fiscal Year:   10/01/01 to 09/30/02

County:               Door  
Analysis Area:       Northeastern (4)  
Volume Group:       4

Selected Utilization Statistics		All GMS Hospitals		Analysis Area 4		Volume Group 4		FY 2002 vs. 2001	
	FY 2002	Value	Ratio	Value	Ratio	Value	Ratio	FY 2001	Ratio
Occupancy Rate (%)									
Adult medical-surgical	50.1%	57.4%	0.87	54.6%	0.92	50.4%	0.99	46.4%	1.08
Obstetrics	17.4%	39.6%	0.44	32.9%	0.53	30.6%	0.57	18.7%	0.93
Pediatrics	. %	48.0%	.	26.5%	.	22.2%	.	. %	.
Total hospital	46.5%	55.9%	0.83	49.4%	0.94	47.3%	0.98	42.5%	1.09
Average Census (Patients)									
Adult medical-surgical	17.6	30.4	0.58	30.9	0.57	16.9	1.04	16.2	1.08
Obstetrics	1.0	3.9	0.27	3.8	0.27	1.8	0.59	1.1	0.93
Pediatrics	0.0	1.8	0.00	1.3	0.00	0.1	0.00	0.0	.
Total hospital	21.9	55.4	0.39	50.6	0.43	23.1	0.95	20.0	1.09
Average Length of Stay (Days)									
Adult medical-surgical	3.6	3.9	0.92	3.7	0.99	3.4	1.08	3.4	1.07
Obstetrics	1.8	2.4	0.75	2.3	0.80	2.3	0.79	1.9	0.93
Pediatrics	.	2.4	.	2.7	.	2.1	.	.	.
Total hospital	3.8	4.3	0.88	4.0	0.96	3.5	1.10	3.6	1.06
Surgical Operations									
Inpatient	362	1,424	0.25	1,615	0.22	639	0.57	476	0.76
Outpatient	2,494	3,187	0.78	4,009	0.62	2,057	1.21	2,438	1.02
Inpatient as % of all surgeries	12.7%	30.9%	0.41	28.7%	0.44	23.7%	0.53	16.3%	0.78
Outpatient Visits									
Non-emergency visits	52,089	75,046	0.69	70,218	0.74	46,302	1.12	31,507	1.65
Emergency visits	9,187	14,086	0.65	18,906	0.49	11,109	0.83	9,046	1.02
Full-time Equivalents (FTEs)									
Administrators	17.4	14.8	1.17	16.9	1.03	10.0	1.73	0.0	.
Nurses, licensed	79.7	160.1	0.50	185.2	0.43	78.8	1.01	77.2	1.03
Ancillary nursing personnel	7.6	54.3	0.14	57.9	0.13	25.5	0.30	0.0	.
All other personnel	254.7	384.2	0.66	435.3	0.59	202.3	1.26	258.2	0.99
Total FTEs	359.4	613.5	0.59	695.3	0.52	316.6	1.14	335.4	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	37.0	14.6	2.53	16.3	2.26	18.0	2.05	0.0	.
Nurses, licensed	169.3	157.9	1.07	178.8	0.95	141.5	1.20	173.9	0.97
Ancillary nursing personnel	16.1	53.6	0.30	55.9	0.29	45.8	0.35	0.0	.
All other personnel	541.0	378.9	1.43	420.3	1.29	363.5	1.49	581.7	0.93
Total FTEs	763.4	605.0	1.26	671.4	1.14	568.9	1.34	755.6	1.01
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Total Hospital:		Contract with:			Medicare-certified Swing Beds:			Newborn Nursery:	
Beds set up and staffed	47	Health maintenance			Beds set up and staffed			Bassinets	
Discharges	2,417	organization (HMO)			Discharges			Total births	
Inpatient days	7,980	Preferred Provider			Inpatient days			Newborn days	
		organization (PPO)							
		Yes			5			6	
					164			151	
					808			332	
		Yes							

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Inpatient Service Area

Inpatient Service Area	Level of Service*	Beds Set Up and Staffed 09/30/02	Discharges and Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
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General Medical-Surgical:							
Adult medical-surgical, acute	1	35	1,760	6,406	50.1%	17.6	3.6
Orthopedic	2	0	0	0	. %	0.0	.
Rehab. and physical medicine	2	0	0	0	. %	0.0	.
Hospice	2	0	0	0	. %	0.0	.
Acute long term care	5	0	0	0	. %	0.0	.
Other acute	5	0	0	0	. %	0.0	.
Pediatric, acute	2	0	0	0	. %	0.0	.
Obstetrics	1	6	211	382	17.4%	1.0	1.8
Psychiatric	4	0	0	0	. %	0.0	.
Alcoholism/chemical dependency	4	0	0	0	. %	0.0	.
ICU/CCU:							
Medical-surgical intensive care	2	0	0	0	. %	0.0	.
Cardiac intensive care	2	0	0	0	. %	0.0	.
Pediatric intensive care	5	0	0	0	. %	0.0	.
Burn care	5	0	0	0	. %	0.0	.
Mixed intensive care	1	6	468	1,192	54.4%	3.3	2.5
Step-down (special care)	2	0	0	0	. %	0.0	.
Neonatal intensive/intermediate care	5	0	0	0	. %	0.0	.
Other intensive care	5	0	0	0	. %	0.0	.
Subacute care	5	0	0	0	. %	0.0	.
Other inpatient	5	0	0	0	. %	0.0	.
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Note: data should be used only in rows; do not summarize columns.

\* 1=Provided-Distinct Unit, 2=Provided-Not Distinct Unit, 3=Available in Network, 4=Contracted, 5=Service Not Provided.

\*\* Transfers, which may be estimated, refer only to those between units.

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
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Administrators/asst. administrators	14	5	17.4	Radiological services personnel	13	7	16.1
Physicians and dentists	17	1	17.8	Occupational therapists	3	5	4.6
Medical and dental residents	0	0	0.0	Occupational therapy assistants/aides	0	0	0.0
Registered nurses	24	78	65.5	Physical therapists	5	5	6.9
Certified nurse midwives	0	0	0.0	Physical therapy assistants/aides	2	8	7.9
Licensed practical nurses	2	13	9.4	Recreational therapists	0	1	0.5
Ancillary nursing personnel	2	15	7.6	Psychologists	0	0	0.0
Physician assistants	1	0	1.0	Social workers	1	0	1.0
Nurse Practitioners	4	1	4.8	All other health professionals	21	26	33.9
Medical records personnel	12	11	16.6	All other personnel	93	89	129.5
Pharmacy personnel	4	6	6.1	-----			
Clinical laboratory personnel	5	14	12.8	TOTAL	223	285	359.4

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Income Statement		Assets		Liabilities and Fund Balances	
Gross patient revenue	\$60,772,198	Cash and cash equivalents	\$401,314	Current liabilities	\$4,594,149
Less deductions	25,505,320	Net Patient receivables	7,153,530	Long-term debt	6,854,447
Net patient revenue	35,266,878	Other receivables	2,643,123	Other liabilities	0
Plus other revenue	398,020	Land, bldgs and equip: Net	14,983,159	Subtotal	11,448,596
Total revenue	35,664,898	Other assets	5,351,101		
Less expenses	35,038,363			Unrestricted fund balance	19,083,631
Nonoperating gains/losses	211,218	Total Assets	\$30,532,227	Total liabilities & fund balance	\$30,532,227
Net Income	\$837,753			Restricted fund balances	\$1,773,321

Selected Financial Statistics	FY 2002	All GMS Hospitals		Analysis Area 4		Volume Group 1		FY 2002 vs. 2001	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2001	Ratio
Gross Rev as % Total Gross Patient Revenue									
Medicare [ \$32,577,919]	53.6%	41.7%	1.29	41.5%	1.29	46.7%	1.15	47.9%	1.12
Medical Assistance [ \$3,863,081]	6.4%	9.0%	0.70	6.6%	0.97	7.5%	0.84	6.2%	1.03
Commercial [ \$20,972,941]	34.5%	43.2%	0.80	46.8%	0.74	39.8%	0.87	39.8%	0.87
All other [ \$3,358,257]	5.5%	6.1%	0.91	5.2%	1.06	6.0%	0.93	6.2%	0.89
Deductions as % of Total Gross Patient Revenue									
Medicare [ \$19,534,046]	32.1%	23.7%	1.36	22.7%	1.41	25.5%	1.26	28.9%	1.11
Medical Assistance [ \$2,289,036]	3.8%	6.0%	0.63	4.0%	0.94	4.6%	0.82	3.6%	1.04
Commercial [ \$1,938,020]	3.2%	9.4%	0.34	7.1%	0.45	5.6%	0.57	2.3%	1.40
Charity care [ \$1,417,489]	2.3%	1.2%	1.93	1.6%	1.48	1.0%	2.27	1.3%	1.76
All other [ \$326,729]	0.5%	1.4%	0.38	1.0%	0.51	0.6%	0.90	0.3%	2.12
Total deductions [ \$25,505,320]	42.0%	41.7%	1.01	36.5%	1.15	37.3%	1.13	36.4%	1.15
Other Revenue and Net Gains or Losses									
Other revenue as % of total revenue	1.1%	5.1%	0.22	3.7%	0.30	3.8%	0.30	1.1%	0.97
Net gains/losses as % of net income	25.2%	5.3%	4.76	4.7%	5.37	11.2%	2.25	6.3%	4.01
Expenses as % of Total Expenses									
Salary/fringe benefit[ \$21,864,829]	62.4%	47.8%	1.31	54.2%	1.15	53.6%	1.17	60.9%	1.02
Supplies and services[ \$9,729,018]	27.8%	40.5%	0.68	32.5%	0.85	33.6%	0.83	27.1%	1.03
Capital component [ \$2,553,083]	7.3%	8.7%	0.84	10.6%	0.69	9.5%	0.77	8.0%	0.91
Bad debt [ \$891,433]	2.5%	3.0%	0.85	2.7%	0.95	3.4%	0.75	4.0%	0.63
Fiscal Statistics									
Operating margin	1.8%	6.1%	0.29	1.4%	1.25	3.7%	0.48	7.3%	0.24
Total hospital profit margin	2.3%	6.4%	0.37	1.5%	1.58	4.1%	0.57	7.8%	0.30
Return on equity	4.4%	10.0%	0.44	2.2%	2.03	5.3%	0.83	18.2%	0.24
Current ratio	2.5	2.5	0.97	2.6	0.95	3.3	0.75	2.3	1.08
Days in net patient accounts receivable	74.0	57.8	1.28	66.2	1.12	59.9	1.24	.	.
Average payment period	50.2	52.6	0.95	54.2	0.93	47.3	1.06	55.6	0.90
Equity financing	62.5%	56.2%	1.11	51.8%	1.21	59.7%	1.05	55.2%	1.13
Long-term debt to equity ratio	0.4	0.5	0.76	0.5	0.67	0.4	0.91	0.5	0.72
Times interest earned	3.1	5.0	0.62	1.6	1.99	2.9	1.07	7.5	0.41
Total asset turnover	1.2	0.9	1.33	0.8	1.54	0.8	1.54	1.3	0.91
Average age of plant: years	8.5	9.5	0.89	7.9	1.07	8.7	0.98	9.7	0.87
Increase (decrease) total net patient rev	. %	. %	.	. %	.	. %	.	6.8%	.
Output gross rev (% of total gross pt. rev)	53.6%	44.1%	1.22	50.8%	1.06	57.7%	0.93	55.8%	0.96
Net Revenue Statistics									
Inpatient net revenue per discharge	\$6,579	\$7,870	0.84	\$6,864	0.96	\$5,155	1.28	\$5,601	1.17
Inpatient net revenue per day	\$1,729	\$1,834	0.94	\$1,717	1.01	\$1,472	1.17	\$1,582	1.09
Outpatient net rev per visit	\$351	\$343	1.02	\$393	0.89	\$328	1.07	\$490	0.72